



Washington State  
Department of Transportation

*Adrian Morrison*  
Secretary of Transportation

**Executive Order**

Number: E 1005.00

Date: August 25, 1998

**Strategic Plan for 1998-2003  
Washington State Department of Transportation**

This Executive Order is issued to endorse the Washington State Department of Transportation (WSDOT) Strategic Plan for 1998-2003. Members of the Quality Council and department managers are developing strategies for implementation. With this direction, we can work together to accomplish this strategic plan.

Each employee is expected to recognize how his or her work contributes to the Mission Statement of the department. In addition, each employee is expected to adhere to the Values and Employee Operating Guidelines as the guiding principles in his or her work.

Department managers are expected to work in partnership with department employees, each other, and the Quality Council to achieve the Vision, Strategic Goals, and Strategic Objectives.

**I. Mission Statement**

**Together we efficiently build, maintain, operate and promote safe and coordinated transportation systems to serve our public.**

Assumptions: Our key business processes will continue to be required by our customers and include:

- A. Planning, designing and contracting for the construction of the state and federal highway systems and related infrastructure.
- B. Maintaining, preserving and managing the capital assets that comprise the state-owned transportation system.
- C. Building and operating the Washington State Ferry system.

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- d. Select, train and hold managers accountable as leaders in an employee involvement culture.

**D. Funding Vision**

We envision a funding level adequate to achieve Washington's Transportation Plan.

Strategic Goal:

- 1. Maximize the use of existing funds.

Strategic Objectives:

- a. Emphasize efficiency savings in the implementation of the Washington State Department of Transportation's quality plan.
- b. Pursue implementation of the Joint Legislative Audit and Review Committee (JLARC) recommendations consistent with the Washington State Department of Transportation's response to the audits.
- c. Implement new, cost-beneficial technology and work processes.
- d. Implement performance-based budgeting.

Strategic Goal:

- 2. Leverage outside funds and forge new partnerships.

Strategic Objectives:

- a. Use innovation to attract international/national/private/foundation funds.
- b. Create advantageous partnerships.

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- c. Explore creative transportation funding.
- d. Pursue state funds to match federal funding opportunities consistent with state interests.

**Strategic Goal:**

- 3. Pursue additional funding.

**Strategic Objectives:**

- a. Develop and implement a plan that communicates to the public Washington's Transportation Plan needs, use of existing funds and funding sources.
- b. Work with and provide information to the Legislature.
- c. Meet information needs of the Transportation Working Group.
- d. Actively participate in federal transportation funding decisions.
- e. Initiate strategic alliances with our transportation partners to jointly pursue additional transportation funding.

**Alternate Formats:** Persons with disabilities may request this information be prepared and supplied in alternate forms by calling collect (360) 664-9009. Deaf and hearing impaired people call 1-800-838-6388 (TTY relay service).